Project Management Institute
Portland Chapter

June 2008

Volume 26, Issue 6

Best Viewed in Acrobat 7.0 or above

Portland Chapter
Celebrating 25 Years of Excellence
1983 ~ 2008

In This Issue...

Election Results Are In!

Congratulations to the people who committed and were elected to lead the chapter for the 2008-2009 board year! The new board will take office on July 1.

The VP Programs position is still open. We had two write-ins and will be contacting those individuals to determine if they are interested in the position. Anyone else interested, please contact presidentelect@pmi-portland.org. We would like to get the position filled before we start transition.

Thank you to those who took the time to vote in the recent election. The support is very much appreciated. However, we do need to increase the voting participation. If you have any ideas on how we can encourage members to vote, please send them to presidentelect@pmi-portland.org.

As the new board gets organized for the upcoming year, we will be looking to fill the volunteer roster for the year. If you are interested in serving the chapter, please contact volunteers@pmi-portland.org.

Chapter Meeting

June 17, 2008

Educational Presentation: **Getting the Most Out of Your Project Teams - Unleashing Their Full Potential,** Dr. Sean Harry
Keynote Presentation: **Excellence in Project Management Awards**
Sponsored by:

DB PROFESSIONALS,INC.
complete business integration solutions

Register online by Sun. 06/15/2008

Click here for details

The President's Corner

Farewell George—thanks for your dedication and service!

This is the fourth year that the PMI-Portland Chapter will be sponsoring the Excellence in Project Management Award (EPMA). It is a great honor to due so and consistent with our Strategic Vision which is:

"To be the innovative leader in the region for advancing project management, and to be a responsive and collaborative center of excellence promoting ethics, quality, knowledge, skills, integrity and leadership."

We seldom have the opportunity to focus strictly on Excellence in Project Management to the exclusion of everything else. In the course of the year, much of our professional discussions are focused on reviewing projects that didn't quite measure up to expectations. These cases often end up being lessons learned, post mortems, or retrospectives.

At our June 17th Chapter Meeting we will have the opportunity to enjoy an overview of two very successful projects that were completed in textbook fashion incorporating the guiding principles of the PMBOK, and demonstrating exemplary leadership and team management. Leadership is not as easily defined as other elements of a project such as planning, risk, scope, budget,

Welcome Dianne—best of luck next year!

As I think about the upcoming year as Chapter President, I feel excited to meet the challenge and a bit overwhelmed at the task. Leading this Chapter is a great honor and a tremendous responsibility. The chapter has grown to over 1,300 members with over 40 active (and terrific) volunteers and an annual budget for 2008 of $121,000 – and leading this organization is a **volunteer** job that fits somewhere in the life priority level after family and career.

I have to thank my husband for supporting me over the years as I have participated on the board – and for his understanding that sometimes PMI has taken priority over family activities – but never over family. He does understand that as I take up the reins of the president's role this year, PMI-Portland will be major focus of my time.

This past year it has been an honor and privilege serving as President Elect under the leadership of George Walker. George has been more than generous at sharing the responsibility of the president's role, teaching me the power of delegation, and preparing me to take over the leadership in July. I hope I can do as much for Rachel Paulson who is the incoming President Elect.

Our Meeting Sponsor

PMI–Portland extends a heartfelt "Thank You" to **DB Professionals Inc.** for its recognition of the importance of professional development for project managers and sponsorship of this month's chapter meeting.

DBPI is a total business integration solution provider and is one of the fastest growing firms in the Northwest. We provide highly experienced consultants, offering a wide range of services including Project Management, Enterprise Architecture and Technology Consulting. Our services span end-to-end technology support from mainframe and legacy systems through client-server, networking and middleware, to web site and e-business design, development and support. We are a preferred vendor for many Fortune 500 firms. Please contact us at *info@dbpi.com* to learn more about our project approach, methodology and qualifications or visit our website at *http://www.dbpi.com* for more information and details on how we can best suit your needs.

June 2008 Calendar

Mon	Tue	Wed	Thu	Fri	Sat / Sun
2	**3** • Board Meeting	**4**	**5**	**6** • SOUTH Roundtable	**7** / **8** AACE event
9	**10**	**11** • Central OR Rdtable	**12** • AACE Meeting	**13** • NW Roundtable	**14** / **15**
16 • PMP Prep Class	**17** • PDX Chapter Meeting • PMP Prep Class	**18** • Salem Lunch Mtg • Downtown RdTable • PMP Prep Class	**19** • Eugene Meeting • PMP Prep Class	**20** • WEST Roundtable • Corvallis Meeting • PMP Prep Class	**21** / **22** Volunteer Recognition Event
23	**24**	**25**	**26**	**27** • NORTH Roundtable	**28** / **29** Board Transition Mtg
30	**July 1** • Board Meeting	**2**	**3**	**4**	**5** / **6**
7	**8**	**9** • Central OR Rdtable	**10**	**11** • NW Roundtable	**12** / **13**

April* Membership News

Welcome New Members

Heizenrader, Shannon
Hutchinson, Sarah
Jesus-Olhausen, A. Lynn
Johnsson, Linnea
Kawamura, Takeya
Lingen, Peggy
Lott, Sarah
McCaffrey, Robin
Acosta, Nattpan
Peterson, Dirk
Boone, Scott
Pitcher, Laine
Bronson, Scott
Pyle, FNU
Brown, Randall
Riel, Cheryl
Chatfield, Geeta
Schumm, Susan
Chin, Bill
Selchow, Ingo
Chin, Gladys
Skreen, Cathie
Covington, Michelle
Tharp, Pat
Ellis, David
Walle, William
Ford, David
Wilson, Ed
Goodman, Amy
Wintor, Jeffery
Grasle, Kelly

Congrats New PMPs

Robin S. Bloom, PMP
Takeya Kawamura, P.E., PMP
John D. Klackner, PMP
Andrew Ladick, PMP
Brandon H. Mathers, PMP
Gary W Nelson, PMP
Alan Richardson, PMP
Kevin Williamson, PMP

Nice Job!

* Membership information is provided to the chapter monthly by PMI Headquarters. There may be a 1 to 2 month delay due to newsletter publishing constraints. Contact PMI Headquarters at (610) 356-4600 or www.pmi.org to change or manage your membership information.

Upcoming Global Congresses

Congress	Location	Date
EMEA	Marrakech, Morocco	05/12-14/2008
North America	Denver, CO	10/18-21/2008

Thanks Chapter Renewals

Beddow, Francesca
Chyau, Randall
Colburn, Eugene
Craig, Brian
Dennis, Christopher
Jones, Jerrie
Schultz, George
Simmons, Charlie
Atwood, Robert
Avery, Lisa
Gorden, Damon
Hurlbut, Dennis
Nelson, Gary
Tillery, David
Adams, Arnold
Babcock, Douglass
Barnes, Cindy
Blake, Kathleen
Bloomfield, Susan
Bloomfield, Susan
Bordonaro, Deborah
Boyer, Stephanie
Brahms, Andrea
Broberg, Michael
Burgett, William
Carpenter, William
Day, Scott
Dickinson, Scott
Dirksen, Paul
Dunn, James
Fox, Troy
Francis, David
Friel, James
Funk, Toby
Gardner, Rick
Gaumont, Stephanie
Geiss, Darnel
Gilmer, Pamela
Gist, Karen
Gullaksen, Bjorn
Henderson, Carrie
Hessel, Teresa
Hix, Karen
Holland, Craig
Hosinski, Chris
Housley, Jens
Iliyn, Paul
Ingraham, Karen
Isham, DeAnna
Kaczmarek, Patricia
Kitchin, Roger

Kliewer, Renee
Kramer, Alma
Kwong, Ying Ki
Lanier, William
LeRoy, James Butler
Lewis, Timothy
Loock, Roger
McArthur, Lewis
McEwan, Anne
McKee, Ginny
Melton, Phillip
Menon, Sudhir
Mitchell, Loretta
Mullany, Patrick
Nicholson, Elise
Olsen, Becky
Parker, Maria
Paxton, Tina
Pelton, Lloyd
Pentland, Bruce
Peterson, Matthew
Pfeifer, Janine
Phillips, Sheryl
Reid, Pam
Rodgers, Jerome
Rosenblatt, Bruce
Rudawitz, David
Rudawitz, Linda
Rux, William
Sathler, Carlos
Scantlebury, Brett
Sliger, Andrea
Soderquist, David
Spack, Eric Micheal
Stevens, Baz
Stewart, Teresa
Ternes, Duane
Turner, Robert
Vingerud, Jon
Weatherman-Crass, Constance
Whitcombe, Bob
Wilson, David
Winters, Rose
Wolfe, Janice
Wolfe, Janice
Woolley, Stephen
Wright, Sarah

2008 EPMA Awards

Chapter Meeting

The PMI-Portland Excellence in Project Management Award (EPMA) acknowledges, honors, and widely publicizes a project team for their superior management of a recently completed project.

The primary goals of the award are to:

- Recognize and celebrate project excellence in the Portland community
- Increase awareness of project management principles and disciplines
- Encourage PMI-Portland member involvement
- Increase Portland metro business community awareness of PMI and the PMI mission

About the Presenter

CONNIE PLOWMAN, PMP, is Chief Operating Officer and Vice President for Cadence Management Corporation. She is a certified Project Management Professional (PMP) by the Project Management Institute, and an active member of PMI. As a volunteer leader for PMI, Connie has held various positions on the PMI-Portland Board of Directors, including VP Certification, President-Elect and Chapter President. She is a Past President for the PMI-Portland Chapter, which has grown to over 1300 members. Most recently Connie was PMI Component Mentor working with volunteer leaders of 15 Chapters with over 10,000 members. Today, Connie serves as a member of the PMI Leadership Advisory Group.

Connie started with Cadence in 1988, after a successful career with IBM in employee, customer and executive education. At Cadence, Connie is a corporate officer responsible for management of day-to-day activities of the corporation, reporting directly to the CEO. She is a member of the Cadence Leadership Team supporting the organization's mission and strategy, contributing to the planning, organizational development and direction of the business. Working with Cadence's worldwide customers, Connie has the opportunity of talking daily with global clients about their project management needs and challenges. She has over 20 years working in the project management profession.

The President's Corner

As I consider the area of focus for the coming year, I think back over the past leaders with whom I have served and their concentrated efforts. For the past several years, the Chapter Presidents each have had a area of focus as I remember:

- Lee Hall – Ethics and value to the member
- Connie Plowman – Sustainability and quality
- Alan Strong – Increasing value to the member; touching the member
- Cynthia Miller – Strategy and tactical, repeatable operations
- George Walker – Change, setting up for the future

My focus this year will be: **visibility and customer service**. I will expand more on these themes as the year progresses.

It has been my privilege to serve with five strong Presidents over the years who have ably led dedicated chapter leaders to grow and strengthen the PMI-Portland Chapter. I would like to thank the past leaders who have brought us to this point – especially the outgoing board with whom it has been a privilege to serve this past year. And to the incoming leadership – fasten your seatbelts because the chapter is still growing and evolving. The new board is up to the challenge, and it will be my pleasure to lead us into the future. I'm looking forward to an exciting year together.

Dianne Johnson, PMP, President Elect

presidentelect@pmi-portland.org

Educational Presentation

Chapter Meeting

Getting the Most Out of Your Project Teams - Unleashing Their Full Potential

Projects are done by people – not software. Today's best Project Managers require competencies in both managing and leading people. You already know how to manage the project details. You have the "hard skills" it takes to plan, schedule and control the project to completion. But do you have the "soft skills" necessary to be an effective leader? How do you get the most out of team members so that they want to come back and work with you – again and again -- on future projects?

This interactive presentation will give you the basic tools for three critical leadership areas:

- Creating a shared vision,
- Motivating people over the long term, and
- Accessing your team's strengths in order to achieve consistent results

Whether you are an experienced project manager sharpening your skills, a mid-level manager wanting to improve team performance, or a novice looking to gain valuable insights for your new career, this session is a must-have for your PM Tool Kit. Why not get started now in unleashing the full potential of your project teams!

About the Presenter

Dr. Sean Harry is the Director of Training and Talent Management for Career Management Solutions (www.orcms.com).

Dr. Harry has more than 20 years of experience in training and motivating people to achieve their goals and reach their highest potential. He has helped accomplish this as a Career Coach, as a University professor, as a Pastor, and as a Motivational Speaker. Sean brings humor and wisdom to his presentations, making them both educational and FUN! His credentials include a Bachelor or Arts in Social Work, a Masters degree in International Management and a Doctorate in Ministry.

Sean is a "serial entrepreneur" having successfully started two companies with a third one on the horizon. His insightful experience helps him get the most out of people while successfully completing key projects.

Upcoming Chapter Meetings!

SEPTEMBER 16
SEPTEMBER —25TH ANNIVERSARY CELEBRATION

Chapter Meeting Logistics

- 4:00 Registration Table Opens
- 4:30 Educational Presentation
- 5:30 Networking
- 6:30 Dinner and Announcements
- 7:00 Keynote Presentation

Doubletree Hotel—Lloyd Center

1000 NE Multnomah

Portland, OR 97232

(503) 281-6111

Map

Free Parking

- **PMI Members** - Keynote Presentation $25, Educational presentation $10, Both for $35

- **Non-Members** - Keynote Presentation:$30, Educational presentation $10, Both for $40

- **Student Members** - Keynote Presentation $10

- **Student Non-Members**—Keynote Presentation $15

- **Keynote Presentation only** (without meal) - $12

Pre-register for best price! Price is $5 more at the door.

No refunds within 24 hours of the meeting

Contact the Director of Registration for registration questions.

A professional photographer will be on-site to document Chapter Meeting events and activities. Photos are the sole property of PMI Portland. By registering for or attending these events, attendees understand that all photos may be used for promotional

Portland Area Roundtables

Earn 1 PDU for participating!

June 6 No meetings during the summer months (7:15 am)	**SOUTH BREAKFAST ROUNDTABLE** **Mentor Graphics Campus** 8005 SW Boeckman Rd. Wilsonville • Commons Building, Big Muddy Conf. Rm.	
June 13 **July 11** (7:15 am)	**NW BREAKFAST ROUNDTABLE** **Con-Way** 2055 NW Savier Portland • 1st floor - Ross Island Room	
June 18 **July 16** (12:15)	**MID-DAY MID-WEEK PDX ROUNDTABLE** **Harland Financial Solutions** 400 S.W. 6th Avenue, Portland • Ground Floor For more information contact Bruce Rosenblatt, Director of Roundtables, at roundtable@pmi-portland.org.	*For more information, to contact the moderator, or to RSVP for meetings, see www.pmi-portland.org/events/meetings/roundtables.htm*
June 20 **July 18** (7:15 am)	**WEST BREAKFAST ROUNDTABLE** **Nike's World HQ Facility** Beaverton • Lance Armstrong Fitness Center, Santa Barbara Conf. Room	
June 27 **July 25** (7:15 am)	**NORTH BREAKFAST ROUNDTABLE** **Clark Public Utilities** 1200 Fort Vancouver Way Vancouver • Community Room	
TBD (4:00 pm)	**ETHICS ROUNDTABLE** **Portland State University** For more information contact Bruce Rosenblatt, Director of Roundtables, at roundtable@pmi-portland.org.	Meets quarterly

The President's Corner

schedule, quality, and communication, but we know it when we see it. It can generally be stated that successful projects are always the result of strong leadership. You will find that to be the case for the two projects that will be recognized June 17th. I hope that you will all take the opportunity to attend this meeting.

This will be my final article as your chapter president. It has been a distinct privilege to have served in this role and I am very grateful to the board, the 50 volunteers and to the general membership who have been so supportive in advancing the goals and objectives of the Portland chapter this past year. We are a changing and growing chapter that has great talent, enthusiasm and the professionalism to achieve all things that we collectively agree are priorities. I am proud to have been your elected leader.

George Walker, PE, PMP, President

president@pmi-portland.org

(Continued from page 1)

Election Results

2008-2009 Elected Board of Directors

President	Dianne Johnson, PMP
President Elect	Rachel Paulson, PMP
Past President	George Walker, PMP
Secretary	Alan John, PMP
VP Finance	Mark Molau, PMP
VP At Large	Jeff Oltmann, PMP
VP Membership	Joseph Marietta, PMP
VP Programs	OPEN
VP Professional Development	Pam Banning, PMP
VP Marketing	Jeff Brummel, PMP
VP Outreach	Brian Bauske, PMP
VP Operations	Jimmy Godard, PMP

Volunteer News

Many thanks to all our volunteers! A special thanks to Kevin Nichols, Kimberly Schaeffer, Amy Deters-Long, Georgia Bosse, Cindy Chistensen, and Phi Chin, for all their contribution to the success of the Chapter dinner.

We still have a few opportunities for those interested in volunteering. Please take a moment to visit the Volunteering section in our website to view all available opportunities. If one interests you, please contact me at volunteer@pmi-portland.org. Volunteering is a great way to network and be part of the success of the Chapter.

25ᵗʰ Anniversary Celebration in the Fall

Date and location of the 25ᵗʰ anniversary celebration is not confirmed. The committee is currently checking availability to hold a social celebration during September. Input from the members is being used for the event. Please stay tuned. The committee will post the details on the website when confirmed.

Introducing MemberClicks

PMI Portland has used the services of SPORG as our main event registration and membership email communication system for many years. SPORG will be sunset on September 30, 2008. The retiring of the system and the requirement to replace all infrastructures to implement the recommended alternate product caused the Portland Chapter to evaluate competing technology.

The Operations team has conducted an evaluation of more than 15 online registration systems in order to select a vendor to replace SPORG. The evaluation process followed a rigorous methodology to evaluate seven of the leading vendors within the online event registration space. Six functionalities: Web site Management, Membership Management, Secure Members-Only Section, Online Forms & Registrations, Career Center, and Unlimited Support were considered. 250 questions representing the Chapter requirements were prioritized and weighted resulting in a comparison of three reputable vendors. Each of these vendors presented a demonstration of their technology and the Chapter conducted testing against our business requirements. A delta analysis and then price negotiations ensued. The results of this process deemed MemberClicks products to be the correct choice for the PMI Portland Chapter.

MemberClicks is our new comprehensive web solution for a seamless, all-in-one solution. Access to the new system is already available to our members. If you have voted for our new Board or filled out the 2008 Membership Survey, you have used our new system. Soon you will have the opportunity to use the system for our upcoming Chapter dinner meeting, class and workshop registration. Over the next several months, we will gradually implement other functionality available to us. More details regarding the transition will be available as soon as possible under the "What's New" section of our website. In the meantime, if you have questions, please send them to vp_operations@pmi-portland.org.

Thanks to Jani Hansen and Todd Williams for their collaboration and expertise during vendor selection.

Does Project Size Matter?

Book Review

Project Management for Small Projects

By Sandra F. Rowe

Published by Management Concepts, 2006, 184 pages

I've been searching for several year for a book that addresses the unique challenges of small projects. So far, I haven't found one. Sadly, Project Management for Small Projects was not an exception. However, this book did help me realize that I might be searching for the wrong thing.

The assumption that the project's size determines which PM methods to select is the basis of many corporate project lifecycles. The list of PM deliverables in these lifecycles vary from a few for small projects to a dozen or so for large projects. This book is an example of a small-size methodology, e.g. a project charter lite.

I've found this size-based model to be too simple and often misleading. Other characteristics of projects are better indicators of which PM methods would be useful to use superficially or extensively. For example, a small project that will be entirely outsourced to a new contractor or is highly visible to the public requires rigor in different PM practices. I've found, for example, that an in-dept stakeholder analysis is not useful for some large projects, but critical for some small projects.

Although I disagree with the approach this book takes in selecting PM methods, it does contain some useful instructions for a novice project manager. An example is the author's "PALM Principle" which summarizes the PM's responsibilities:

Plan project activities

Analyze the situation and ask questions

Lead the project activities

Monitor and control time and resources

In Summary:

If you are an experienced, trained PM, you'll find little in this book that expands your knowledge in the area of small projects. If you're just starting as a PM, this book is not the worst place to begin.

R a t i n g: ⭐ ⭐ ⭐ (3 stars out of 5)

Pros: Summary of basic project management methods

Cons: Size-based PM method selection (see review below)

Audience: Beginning project manager
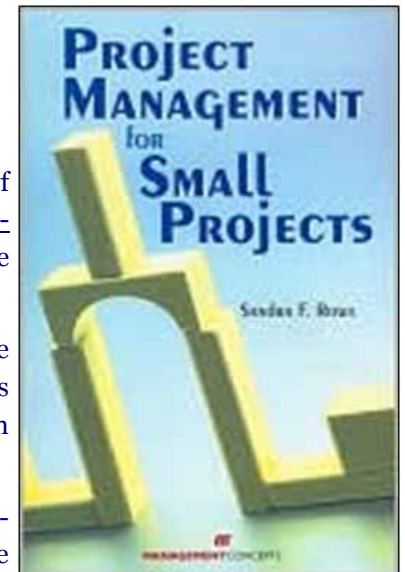
About the Author:

Diana Mekelburg, PMP, is a PMI Portland member.

Mitigating Software Project Risk with Independent Verification and Validation

Software development projects have a bad reputation of running over budget, taking too long and then delivering software that does not work the way the intended users expected. There are a number of reasons why bad things happen to software projects. As project managers, we need to find ways to mitigate the risks that create such poor results for our projects. Quality assurance (QA) is a class of mitigation techniques. One powerful QA tool available to you as a project manager is Independent Verification and Validation or IV&V.

IEEE Standard 1012-2004 provides a standards basis for IV&V. Basically, software verification and validation (V&V) processes:

- Determine whether the development products of a given activity conform to the requirements of that activity
- Whether the software satisfies its intended use and user needs.

Software V&V processes include analysis, evaluation, review, inspection, assessment, and testing of software product. IV&V is universally applicable. V&V processes apply to software being developed, maintained, or reused (legacy, commercial off-the shelf (COTS), non-developmental items), firmware, microcode, and documentation.

What about the "I"

The "I" is for independent. The V&V activities should be conducted by a team that is independent of the developers, etc. This independence insures more consistency in the results. Independence creates an environment where there is less tendency to be influenced by pressures to "go easy" or "look the other way." The IV&V team may be part of the same company or a totally separate firm under contract to work on a specific project. IV&V costs may be paid for by the development company, the client, or each with their own IV&V teams.

IV&V is defined by three parameters:

- **Technical independence** – This requires the V&V effort to

utilize personnel who are not involved in the development of the software. They should formulate their own understanding of the problem and how the proposed system is solving that problem. This is an important method to detect subtle errors overlooked by those too close to the solution. Technical independence means that the IV&V effort uses or develops its own set of test and analysis tools separate from the developer's tools

- **Managerial independence** - Responsibility for the IV&V effort should be vested in an organization separate from the development and program management organizations. This implies that the IV&V effort independently: select the segments of the software and system to analyze and test; choose the IV&V techniques; define the schedule of IV&V activities; and select the specific technical issues and problems to act upon. This independence allows them to provide their findings in a timely fashion simultaneously to both the development and program management organizations. They must be allowed to submit IV&V results, anomalies, and findings to program management without any restrictions or adverse pressures, direct or indirect, from the development group

- **Financial independence** - Control of the IV&V budget must be vested in an organization independent of the development organization. This prevents interference with IV&V efforts because funds have been diverted or adverse financial pressures or influences have been exerted. There are five prevalent forms of financial independence that can be adopted for a V&V organization.

Software V&V Process from 50,000 feet

The software V&V process is made up of two processes: verification and validation. The verification process provides objective evidence whether the software and its associated products and processes:

- Conform to requirements for all life cycle activities during each life cycle process (acquisition, supply, development, operation, and maintenance);
- Satisfy standards, practices, and conventions during life cycle processes;
- Successfully complete each life cycle activity and satisfy all the criteria for initiating succeeding life cycle activities (e.g., building the software correctly).

The validation process provides evidence whether the software and its associated products and processes:

- Satisfy system requirements allocated to software at the end of each life cycle activity;
- Solve the right problem (e.g., correctly model physical laws, implement business rules, use the proper system as-

sumptions);

• Satisfy intended use and user needs.

The development of a reasonable body of evidence requires a trade-off between the amount of time spent and a finite set of system conditions and assumptions against which to perform the V&V tasks. Projects should define criteria for a reasonable body of evidence so as to avoid going past the point of diminishing returns.

V&V is a technical discipline of systems engineering. Its purpose is to help the development organization build quality into the software during the software life cycle. V&V processes provide an objective assessment of software products and processes throughout the software life cycle. This assessment demonstrates whether the software requirements and system requirements are: correct, complete, accurate, consistent, ;and testable.

V&V is performed in parallel with software development, not at the conclusion of the development effort. Software V&V is an extension of program management and systems engineering. It employs a rigorous methodology to identify objective data and conclusion. It provides feedback to the development organization on software quality, performance and schedule. Feedback is a critical benefit. Early feedback results allow the development organization to modify the software products in a timely fashion and reduce overall project and schedule impacts.

V&V must be proactive. Without a proactive approach, identification of anomalies and associated software system changes are typically delayed to later in the program schedule. This results in greater program costs and schedule delays. V&V applies to all applications of software. It is important to examine the software in its interactions with the system of which it is a part. Modern software is complex. There are often a multitude of different logic paths available and varying system stimuli and conditions. V&V efforts must examine the correctness of the code for each possible variation in system conditions.

Do not boil the ocean. The ability to model complex real world conditions is limited. The V&V effort must examine whether the limits of the modeling are realistic and reasonable for the desired solution. The unlimited combina-

tion of system conditions creates a unique challenge of using a finite set of analytical, test, simulation, and demonstration techniques to establish a reasonable body of evidence that the software is correct

Project Benefits of IV&V

Using IV&V on a software project will facilitate early detection and correction of software anomalies. Its use will enhance management insight into process and product risk. It will support the life cycle processes to ensure conformance to project performance and budget. The V&V processes will provide an early assessment of software and system performance. They will provide objective evidence of software and system conformance to support process. This will improve the software development and maintenance processes. It will also support the process improvement for an integrated systems analysis model. All of these will help to keep the project on schedule, on budget and delivering the results intended.

There still are some pitfalls that inhibit the employment of IV&V on software projects. "This looks like way to much to do so let's skip it," is one end of the spectrum. The other end is typified by "This is all real neat, lets do all of it." The right balance must be selected in order to achieve the best ratio of benefits to cost. As a project manager you must also watch out for personal agendas and organizational vendettas. These can be worked into any quality assurance activity and drive it well beyond its positive contribution to the project.

IV&V is a powerful tool for the Project Manager to employ to mitigate many of the risks inherent in a software development process. IV&V can be employed on any size project and is not just limited to projects in the mega-buck category. Careful tailoring of the V&V processes to fit the project will allow this powerful tool to bring risk under control and produce a quality result.

David Rudawitz, PMP, is VP of Antevorte Consulting, LLC and a senior IT management consultant with recognized subject matter expertise in Enterprise Architecture implementation. He has conducted evaluations of EA tools and implemented tools for EA teams. He has practiced his craft over 30 years with companies such as Ameron Corp., General Dynamics, Eclipse Solutions, Holmes & Narver, Inc., IBM and Northrop Grumman Corp. He is a member of the Project Management Institute (PMI), IEEE, Computer Society and ACM. Mr. Rudawitz can be con-

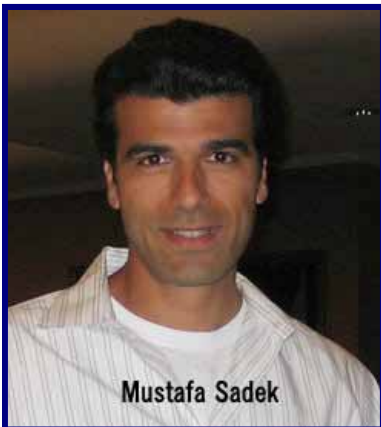## May 2008 Chapter Meeting

Faces of PMI Portland
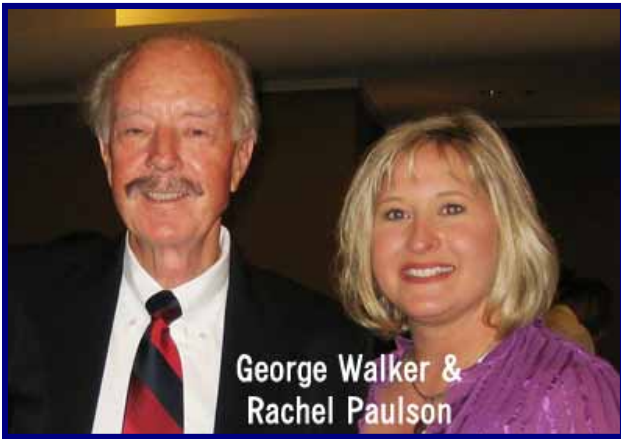
George Walker &
Rachel Paulson

Connie Plowman
& Jean E Walker

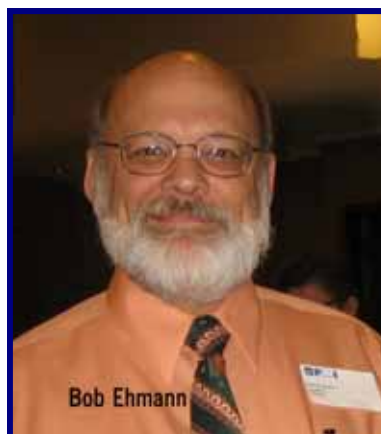Mustafa Sadek

Chena Mesling

Kelly Morgan
& Emily Rice

Nancy Hornschurch

David Tripp

Debbie Bahr &
Maile Potter

Bob Ehmann

*Many thanks to
Kevin Nichols for
the photos*

PSU Managing Projects & Programs Conference

Summer is around the corner and it's a wonderful time to get out of the office to attend this year's PSU Managing Projects & Programs Conference sponsored by PMI Portland Chapter and held at the Oregon Convention Center on July 17, 2008.

For more information, click link: http://www.pdc.pdx.edu/mppc/registration.shtml

About PMI Portland

Charter	The Project Management Institute chartered the Portland Chapter in January 1983. The Portland Chapter of PMI is a non-profit professional organization dedicated to advancing the state-of-the-art of project management.
Mission	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.
Monthly Chapter Meetings	Held on the third Tuesday of every month except July and August. Check chapter website to confirm meeting dates.
Board Meetings	Held on the first Tuesday of each month.
Voice Mail	(503) 243-6657
Mailing Address	P.O. Box 5966, Portland OR 97228-5966
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Chapter Web Site	www.pmi-portland.org
Newsletter	Published monthly except July and August.
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Past Issues	Archived newsletters can be seen at www.pmi-portland.org/news/newsletter.htm
For More Contact Information	**See the "Contact Us" page on the PMI Portland website www.pmi-portland.org/contact.htm**

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